

# NCDOT Transformation Update

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Presented by  
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# Mission & Goals and Values

## NCDOT

### OUR MISSION

*"Connecting people and places in North Carolina – safely and efficiently, with accountability and environmental sensitivity"*

### OUR GOALS

- Make our transportation network **safer**
- Make our transportation network move people and goods more **efficiently**
- Make our infrastructure **last longer**
- Make our organization a place that **works well**
- Make our organization **a great place to work**



### OUR VALUES

**SAFETY** - We strive for safety throughout our transportation networks as well as in our work and our daily lives

**CUSTOMER SERVICE** - We respond to our customers, both internal and external, in an open, professional and timely manner

**INTEGRITY** - We earn and maintain trust by responsibly managing the states assets, acting ethically, and holding ourselves accountable for our actions

**DIVERSITY** - We draw strength from our differences and work together in a spirit of teamwork and mutual respect

**QUALITY** - We pursue excellence in delivering our projects, programs, services and initiatives in an environmentally sensitive manner

# Five Key Transformation Initiatives

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## Strategic Direction

- Define common **Mission** and **Goals** for the NCDOT
- Evaluate possible **organizational changes** to reach strategic goals

## Planning and Prioritization

- Establish a **Strategic Planning Office**
- Develop **strategic plan** that aligns with Mission and Goals
- Establish a new **prioritization approach** based on strategic priorities

## Program and Project Delivery

- Develop and implement enhanced **program and project delivery** models and processes

## Performance and Accountability

- Implement a public facing **Executive Dashboard** that is aligned with the mission and goals
- Introduction of a **performance based culture** that cascades performance metrics throughout the organization

## Improved Human Resource Management

- Design a **rigorous performance review** process tied to performance metrics
- Make high level recommendations on **employee recruitment, development and retention**

### Accomplishments to Date

- ✓ Mission & Goals and Values Defined
- ✓ Strategic Leadership Roles Identified
- ✓ Organization Assessment Approach Identified and Plan Developed
- ✓ Alternative Funding Recommendations Developed
- ✓ Streamlined Project and Programs Delivery Models Identified

### Activities Underway

- Establish Appropriate Strategic Leadership Roles / Positions
- Comprehensive Organizational Assessment of All Business Units:
  - Mission
  - End Products
  - Activities
  - Efficiencies
- Recommend Strategic Organizational Changes
  - Office of Inspector General
  - Office of Program & Project Delivery
- Participate in Statewide Logistics Plan Effort

## **Accomplishments to Date**

- ✓ Identified the Need for a Strategic Planning Office
  - ✓ Advertised Position for a Strategic Planning Director
- ✓ Developed Stakeholder Involvement Recommendations
  - ✓ Continuing to meet with Reps
    - ✓ MPO Leaders
    - ✓ NC League of Municipalities
    - ✓ NC Assn of County Commissioners
- ✓ Developed a Conceptual Strategic Planning and Prioritization Process
  - ✓ 1 year / 2 year / 8 year

## **Activities Underway**

- Hire a Strategic Planning Director
- Establish Strategic Planning Office
- Communicate Conceptual Strategic Planning and Prioritization Processes to Key Stakeholders
- Train Departmental Leaders and Stakeholders on the New Strategic Prioritization Process
- Pilot Annual Action Planning Process

# Streamlined Program and Project Delivery

**Goal: Develop more efficient and effective business processes**

## **Workstreams**

- Bridge Program
- TIP Projects
- Mobility Program
- Agreements
- Document Reproduction
- Information Technology
- Office of Inspector General
- Pavement Management
- Centralized Consultant Service Acquisition
- Office of Program/Project Delivery
- STaRZ (Project Tracking Tool)
- Bridge Funding
- Facilities Management
- Equipment Management

## **Process**

- Assess Program
- Design Solutions
- Implement Improvements

## **Timeline**

30-45 Days From Start

**Goal: Improve condition of our bridges and make our investment go farther**

## Challenges

- 8000 (+/-) Bridges Eligible for Replacement in Next 20 Years Due to Age and Condition; 4300 Timber Bridges 30-50 years old today
- Limited Bridge Funding
- Construction Inflation
- Regulatory Agency Requirements / Agreements
- Coordination Between Business Units
- Lengthy Project Development Process

## Improvements

- Create Central & Division Bridge Mgrs
- Divisions Manage Bridge Projects on Sub-Regional Tier
- Centralized Bridge Lettings
- Streamline Replacement Process and Reduce Costs by
  - On-site scoping meetings
  - Site specific remedies
  - Grouping projects
  - Accelerated construction
  - Contracting incentives
- Implement Subregional Tier Design Standards: Roadway and Bridge

**Goal: Improve accountability and efficiency of project delivery**

## Challenges

- Improve Project Delivery Rate
  - Address project delay issues
  - Set realistic schedules
- Improve Communications within NCDOT
  - Across Organization
  - Across Geography
- Instill Accountability in Project Delivery

## Improvements

- Implement Pilot Management models
  - Implement Tri-Technical Managers
  - Create Project Management Execs
  - Create Project Team (ADU)
  - Cradle to Grave PEF
- Regionalize Preconstruction
- Division ROW/Utility Coordinators
- 2 Part TIP
  - Development
  - Delivery
- Create Project Delivery Streamlining Committee




## Accomplishments to Date

- ✓ Developed NCDOT's **Value Tree** Based on Department's New Mission and Goals
- ✓ Developed **Key Performance Indicators** That Align With New Mission and Goals
- ✓ Developed Performance **Metrics** for Department Leaders That Align With New Mission and Goals
- ✓ Implemented Performance Based Management **Targets** for NCDOT Maintenance and Operations Across the 14 Divisions
  - Aligns With the Goals to Make Our Infrastructure Last Longer
- ✓ Developed a Preliminary **Executive Dashboard** and Published on NCDOT Web Site

## Activities Underway

- Develop Performance Targets for All Goals
- Develop Performance Metrics for All NCDOT Employees
- Educate All Employees on New Performance Culture
- Develop a Robust Executive Dashboard That Will Show Progress Towards Accomplishing Performance Outcomes


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 North Carolina Department of Transportation

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☐ [Mission & Goals](#) **NEW!**  
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**Programs** >  
**NCDOT Organizational Performance Dashboard**






- [Mission](#)
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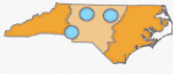
**Highlights:**

- Check back for updates to this website. The next phase includes a series of Dashboards that report the DOT's performance in meeting our goals.
-  [Laying the Foundation for a Successful Transformation](#), McKinsey & Company
-  [NCDOT Transformation Progress Report](#)
-  [NCDOT Transformation Update for Joint Legislative Transportation Oversight Committee](#)
- For questions / comments regarding the NCDOT Dashboard please [Contact Us](#).

**Mission:**  
 Connecting people and places in North Carolina - safely and efficiently, with accountability and environmental sensitivity.


**Goals:**

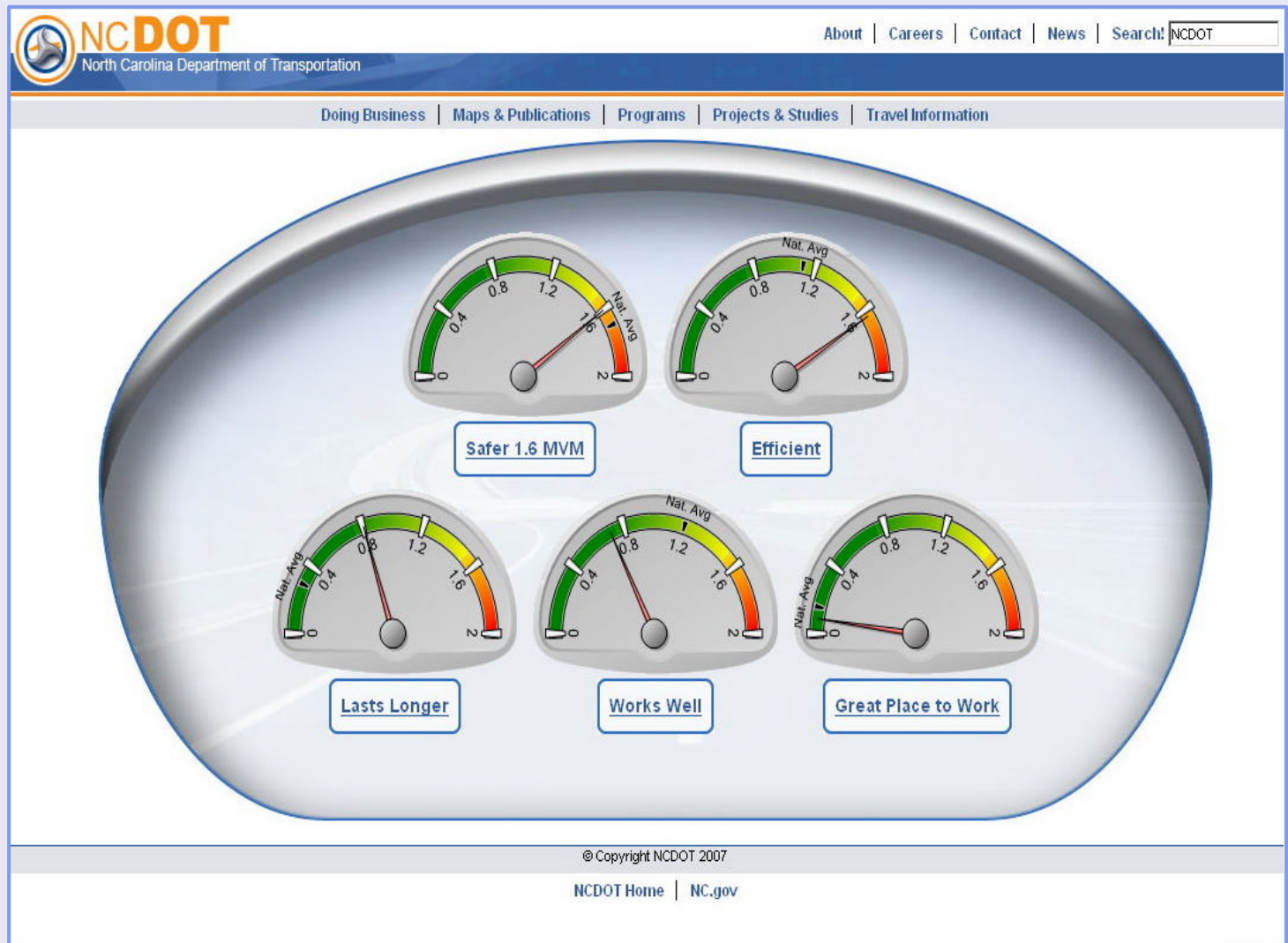
- Make our transportation network safer**
  -  [5 Year Crash Fatality Statistics](#)
  -  [Fatality Information \(Crash Report\)](#)
- Make our transportation network move people and goods more efficiently**
  -  [Congestion Areas](#)
    - [Strategic Highway Corridors](#)
    - [Travel Information \(TMS\)](#)
- Make our infrastructure last longer**
  -  [Executive Summary Report, 2006](#)
  - [Full Maintenance Condition Report](#)
- Make our organization a place that works well**
  - [Continuous Process Improvement Program \(CPI\)](#)
  - [Construction Progress Report](#)
  -  [Money Spent on Construction Projects, 2007](#)
- Make our organization a great place to work**
  - [Current Job Postings](#)
  - [Employee Newsletter, In the Loop](#)

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## Accomplishments to Date

- ✓ Completed Assessment of Current Personnel Practices and Developed Recommendations
- ✓ Developed Leadership Development System to Recruit, Develop and Retain Leadership Talent
- ✓ Developed Listing of “Core Values” for NCDOT
- ✓ Developed Performance Management System
  - Quantifiable Performance Metrics Assessment
  - “Value Statement” Assessment
  - Leadership Development Assessment
  - Consequence Management Guidance
- ✓ Identified Need for Succession Planning

## Activities Underway

- Implement New Performance Management System
  - Departmental Leaders
  - All NCDOT Employees
- Begin NCDOT-wide Mentoring Program
  - Reinstated Female Mentoring Program
- Create Planning Systems
  - Technical, Functional, Managerial
  - Leadership
- Evaluate Employee Training and Development Needs
- Define “Employee Value Proposition”
- Administer “Employee Engagement” Survey
- Improve Recruitment and Orientation Programs

## CHIEF ENGINEER OPERATIONS

	Metrics	Definition of measure/Comments
<b>"Make our transportation network safer"</b>	<ul style="list-style-type: none"> <li>Crash Rates (Fatal and Severe &amp; Moderate Injuries)</li> </ul>	<ul style="list-style-type: none"> <li>% improvement of crash rates by tiers involving fatalities and serious &amp; moderate injuries compared to statewide baseline</li> </ul>
<b>"Make our transportation network move people and goods more efficiently"</b>	<ul style="list-style-type: none"> <li>Reliability on the System Strategic Highway Corridors and Regional Tier routes</li> </ul>	<ul style="list-style-type: none"> <li>Average operating speeds on Strategic Highway Corridors (SHC)</li> <li>Travel time reliability- standard deviation of avg. commuter time in selected urban areas</li> <li>Congestion (Level of Service)</li> </ul>
<b>"Make our infrastructure last longer"</b>	<ul style="list-style-type: none"> <li>Statewide Infrastructure Health</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative Statewide Rating (Level of Service Rating)</li> </ul>
<b>"Make our organization a place that works well"</b>	<ul style="list-style-type: none"> <li>Delivery on Schedule and Budget</li> <li>Business Development &amp; Outreach</li> <li>Customer Service</li> <li>Fiscal Management</li> </ul>	<ul style="list-style-type: none"> <li>% of projects managed, administered, constructed on schedule and on budget (Planned vs. Actual)</li> <li>% of solicitations sent to, % of bids received from, &amp; % of contract dollars awarded to DBEs, MBEs, WBEs, SBEs, &amp; HUBs</li> <li>Customer survey scores (public, partners, etc.)</li> <li>% improvement of existing overhead and program budget</li> </ul>
<b>"Make our organization a great place to work"</b>	<ul style="list-style-type: none"> <li>Employee Safety</li> <li>Employee Satisfaction</li> <li>Recruiting, developing and retaining employees</li> </ul>	<ul style="list-style-type: none"> <li>Number of incidents, lost work days, worker's comp claims</li> <li>Employee satisfaction survey composite score</li> <li>Retention rate of "Top Performers" and/or stabilization rate</li> </ul>

## It all comes back to....


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- Working Together for a Common Purpose
- Knowing that our Customers expect Meaningful Change
- Fulfilling our role in “Connecting People and Places in North Carolina”